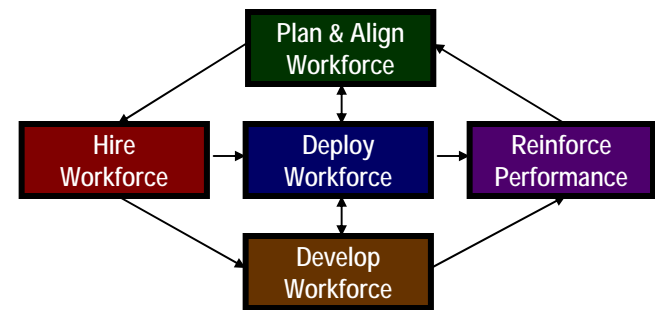


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State of Washington  
Office of Financial Management

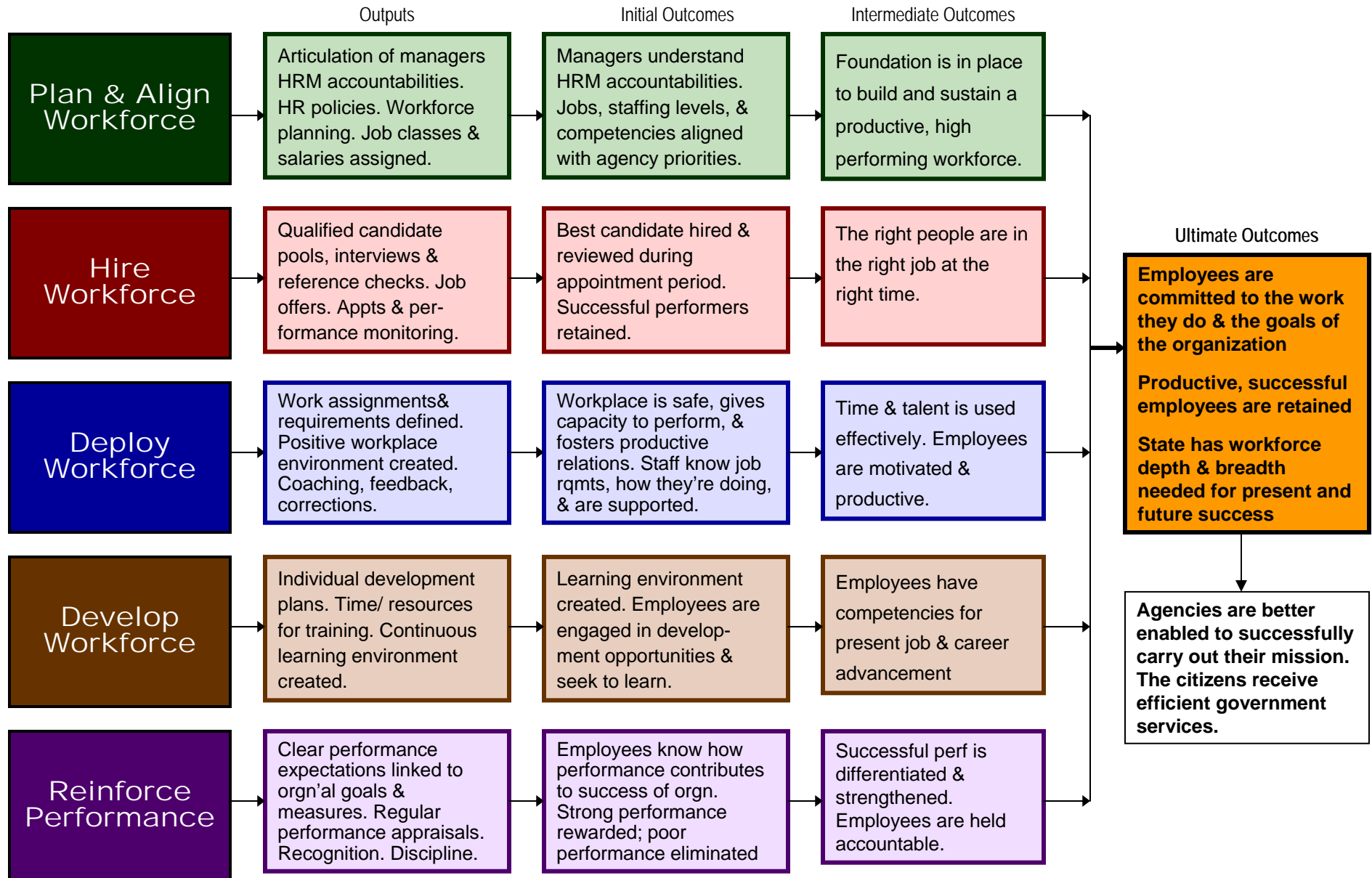
Human Resource  
Management Report

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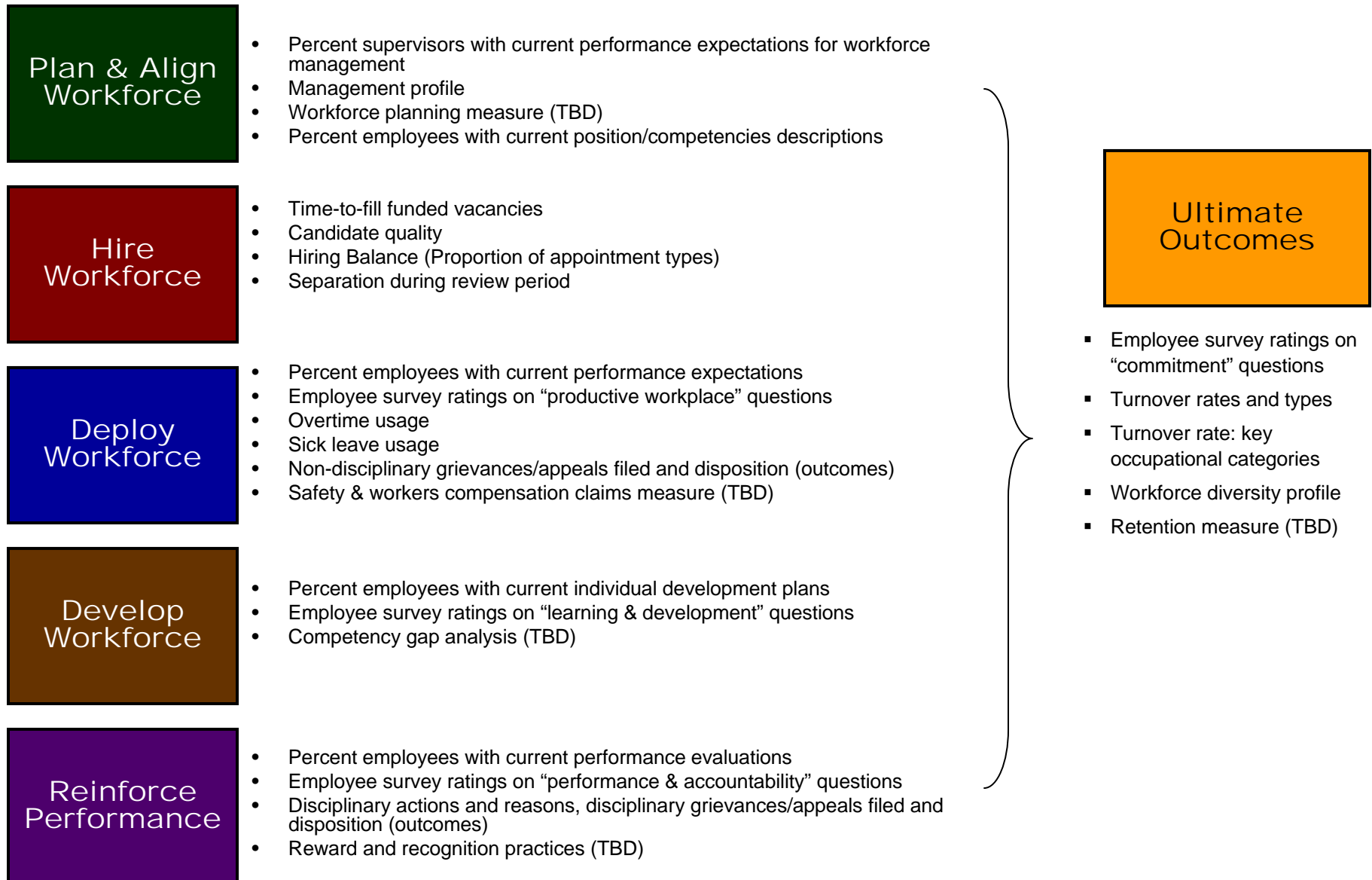


04/30/07

## Managers' Logic Model for Workforce Management



## Standard Performance Measures



## Plan & Align Workforce

### Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

### Performance Measures:

**Percent supervisors with current performance expectations for workforce management**

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

## Workforce Management Expectations

**Percent supervisors with current performance expectations for workforce management = 100%**

Total # of supervisors with current performance expectations for workforce management = 52

Total # of supervisors = 52

### Analysis:

- All 52 supervisors in OFM "Proper" have expectations to manage employee performance
- 7 supervisors are in the classified service and 45 are in exempt positions

### Action Steps:

- Continue to ensure supervisors are aware of their expectations to manage employee performance
- Continue to monitor required supervisor training
- HR will continue to provide support to supervisors, including monitoring and reporting performance evaluation status

# Plan & Align Workforce

## Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

## Performance Measures:

Percent supervisors with current performance expectations for workforce management

## Management profile

Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

## Management Profile

**Number of WMS employees = 0**

**Percent of agency workforce that is WMS = 0%**

**Number of all Managers\* = 38**

**Percent of agency workforce that is Managers\* = 10.8%**

\* Headcount in positions coded as "Manager" (includes EMS, WMS, and GS)

## Analysis:

- OFM does not have a WMS program. Managers are in the exempt service.
- 6 of the manager positions are part of the Dept. of Early Learning transition
- 8 of the manager positions are part of Gov's Programs/Projects
- 24 manager positions are in OFM "Proper"

## Action Steps:

- The Senior Assistant Director of the Risk Management Division recently reorganized the division which will result in the elimination of two vacant manager positions. By June 30, 2007 OFM will have reduced 5 positions exceeding its target of 4.5.

## Plan & Align Workforce

### Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

### Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

**Percent employees with current position/competency descriptions**

## Current Position/Competency Descriptions

**Percent employees with current position/competency descriptions = 100%**

Total # of employees with current position/competency descriptions\* = 107

Total # of employees\* = 107

\*Applies to employees in permanent positions, both WMS & GS

### Analysis:

- 100% of OFM classified employees have position descriptions/competency descriptions on file.
- Descriptions are reviewed and updated if necessary during the PDP evaluation; when PDP expectations are developed; when duties change; or when the position becomes vacant

### Action Steps:

- Managers continue to review and develop position and competency descriptions that are well defined and are aligned with OFM priorities

# Hire Workforce

## Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

## Performance Measures

### Time-to-fill vacancies

### Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

## Time-to-fill Funded Vacancies

Average Number of Days to fill\*: 25

Number of vacancies filled: 13

\*Equals # of days from hiring requisition to job offer acceptance

OFM is not using the **full functionality** of the HRMS E-Recruiting System at this time. Recruitment plans are jointly developed by the OFM Recruiter and hiring supervisors. Job announcements are posted in E-Recruiting and posted on the OFM Internet. Links to announcements are sent to the Technical/Professional Diversity Network, to OFM staff, and various other identified individuals/organizations. Occasionally job advertisements are placed in newspapers and posted on Craigslist and Career Builder job boards.

## Analysis:

- 13 classified, permanent positions were filled during the period of June 1, 2006 through December 31, 2006
- The longest number of days to fill a vacancy was 61 days, the shortest was 8 days.
- The IT classes seem to take longer to fill than other classes.
- The OFM Recruiter recently subscribed to Career Builder's applicant database (Seattle Region) and has posted several IT recruitment announcements on their job board. We will analyze results and be prepared to report its effectiveness in the next report
- HRMS E-Recruiting was not used to create this report. Therefore, the only item being reported and analyzed is Time-to-Fill Funded Vacancies.

## Action Steps:

- Continue our development as users of the HRMS E-Recruiting System. Work with DOP staff to ensure user issues are communicated to DOP staff.

# Hire Workforce

## Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

## Performance Measures

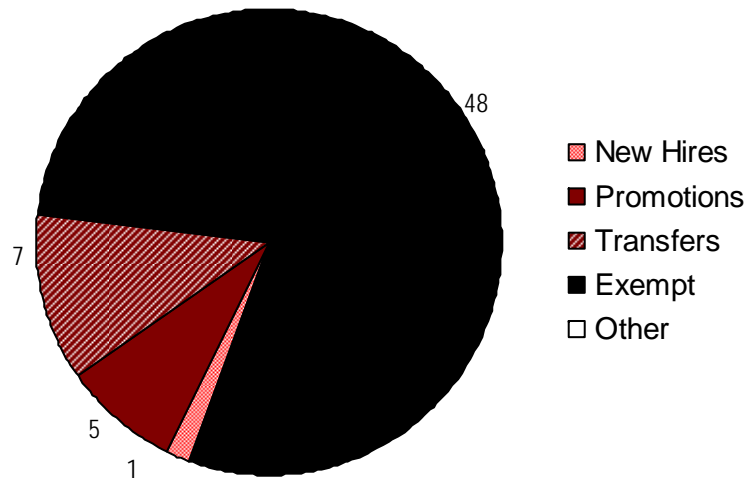
Time-to-fill vacancies

Candidate quality

**Hiring Balance**  
(proportion of appointment types)

**Separation during review period**

## Types of Appointments



**Total number of appointments = 61\***

Time period = 7/2006 through 12/2006

Includes appointments to permanent vacant positions only; excludes reassignments

\*Other = Demotions, re-employment, reversion & RIF appointments

## Separation During Review Period

Probationary separations - Voluntary	0
Probationary separations - Involuntary	0
<i>Total Probationary Separations</i>	<i>0</i>
Trial Service separations - Voluntary	0
Trial Service separations - Involuntary	0
<i>Total Trial Service Separations</i>	<i>0</i>
<b>Total Separations During Review Period</b>	<b>0</b>

Time period = 07/2006 through 12/2006

## Analysis:

- 61 total appointments made
- 12 Appointments were part of the Department of Early Learning Transition
- 7 New hires 14% – 6 exempt; 1 classified
- 17 Promotions 35% – 12 exempt; 5 classified
- 23 Transfers 47% - 16 exempt; 7 classified
- 2 Temporary 4% - 2 exempt, 0 classified
- OFM is an organization of experts. As such, employees hired into budget, accounting, forecasting and policy positions typically come with expertise and experience gained in state agencies.
- Employees continue to be promoted within the agency. Supervisors and managers support employee development and take advantage of on-going workforce planning.
- The best candidates are being hired into OFM positions.

## Action Steps:

- Hiring in OFM is balanced. No further actions are planned at this time.

Data as of 12/2006  
Source: HRMS Business Warehouse & Agency Tracked Data



## Deploy Workforce

### Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

### Performance Measures

#### **Percent employees with current performance expectations**

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Safety and Workers Compensation (TBD)

## Current Performance Expectations

**Percent employees with current performance expectations = 80.4%**

Total # of employees with current performance expectations\* = 86

Total # of employees\* = 107

\*Applies to employees in permanent positions, both WMS & General Service

### Analysis:

- The trend of developing performance expectations (PDP's) for classified employees continues to go up. 80.4% of classified employees have current PDP expectations on file. This is up from 56.9%.
- Data gathered through exit interviews, employee surveys, organizational and communication reviews, as well as the remarkable agency accomplishments indicate that employees know what is expected of them.

### Action Steps:

- Continue to track and report to Senior Managers PDP Expectation development
- Strategic Plan initiative in place to develop a method that ensures PDP Expectations are developed in accordance with agency policy.

# Deploy Workforce

## Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

## Performance Measures

Percent employees with current performance expectations

## Employee survey ratings on "productive workplace" questions

Overtime usage

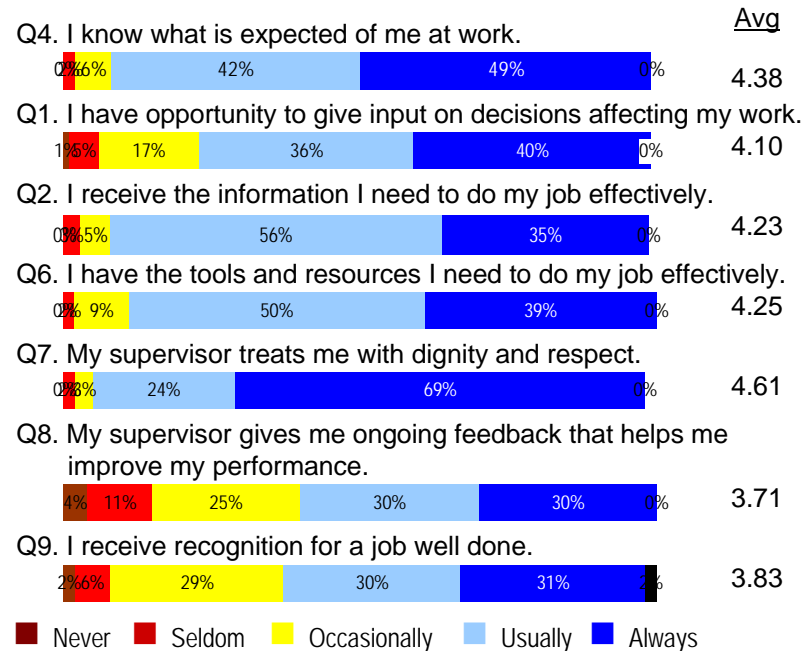
Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Safety and Workers Compensation (TBD)

Office of Financial Management

## Employee Survey "Productive Workplace" Ratings



Overall average score for Productive Workplace Ratings: [4.15]

### Analysis:

- A very large majority of employees know what is expected, they have the opportunity to give input, they have information and tools to do their work and they are treated with dignity and respect.
- Improvement opportunities appear to be present in the areas of feedback and recognition.

### Action Steps:

- Continue the implementation of the PDP expectation development and PDP evaluation tools for both classified and exempt employees.

Source: DOP Employee Survey Report

# Deploy Workforce

## Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

## Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

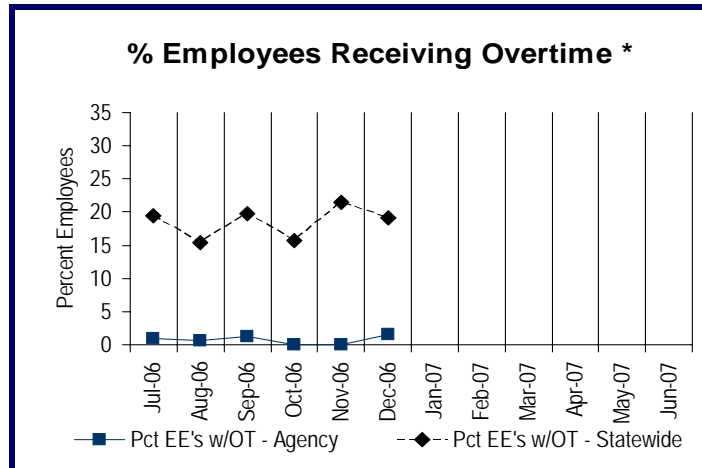
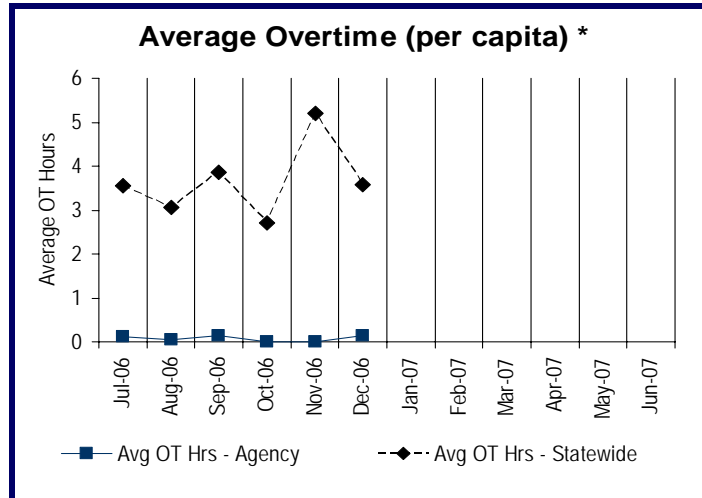
## Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Safety and Workers Compensation (TBD)

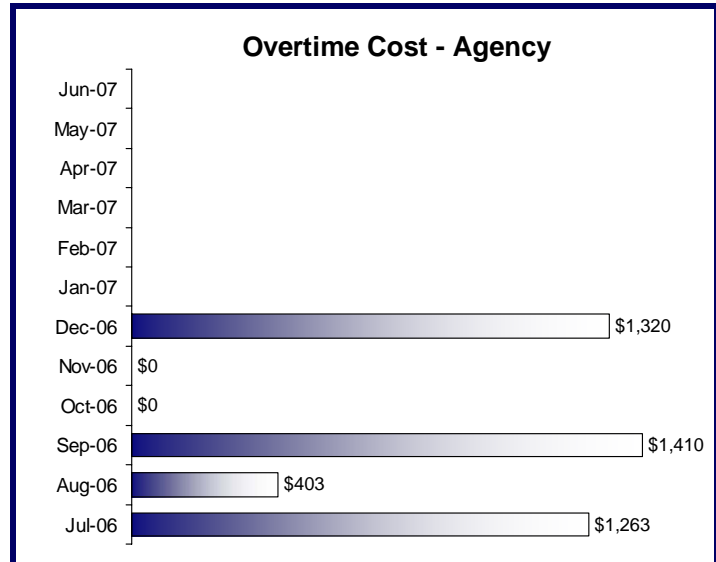
## Overtime Usage



\* Statewide overtime values do not include DNR

Data as of 12/2006

Source: HRMS Business Warehouse



## Analysis:

- Overtime usage in OFM is very low and limited to a small percentage of employees.

## Action Steps:

- None planned at this time

# Deploy Workforce

## Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

## Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

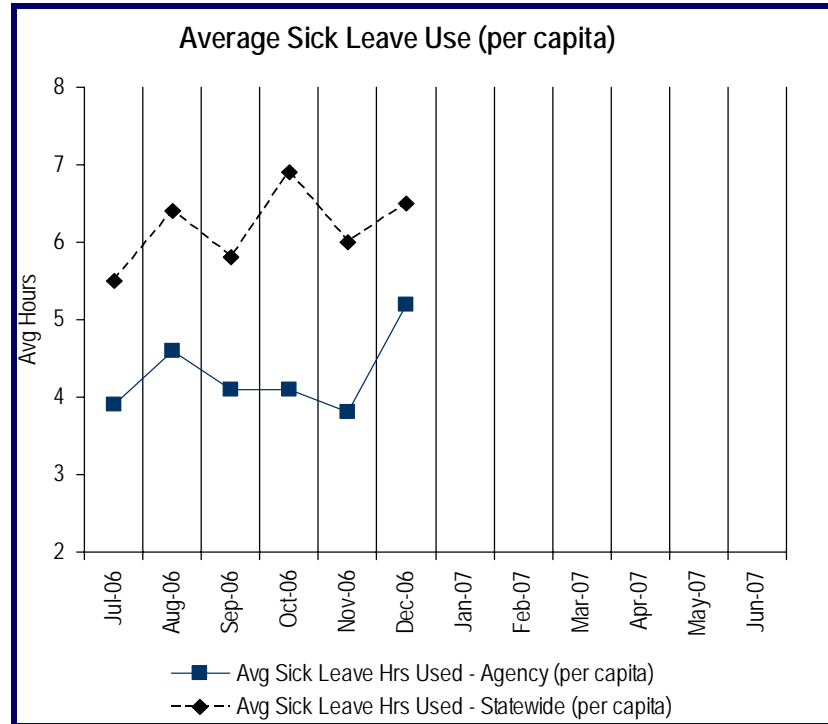
Overtime usage

## Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Safety and Workers Compensation (TBD)

## Sick Leave Usage



## Analysis:

- OFM is below the state average. Detailed analysis of sick leave usage for the 4<sup>th</sup> quarter of 2006 did not reveal any anomalies.

## Action Steps:

- While there does not appear to be a problem with sick leave usage in OFM, the agency will continue to support the state's wellness initiative, including encouraging staff to take the Health Risk Assessments.

## Sick Leave Hrs Used / Earned (per capita)

Avg Hrs SL Used, per capita – Agency	Avg Hrs SL Used, per capita – Statewide	% of SL Hrs Earned, per capita – Agency	% of SL Hrs Earned, per capita – Statewide
4.3 Hrs	6.2 Hrs	54.7%	79.8%

## Sick Leave Hrs Used / Earned (those who took SL)

Avg Hrs SL Used – Agency (those who took SL)	Avg Hrs SL Used – Statewide (those who took SL)	% SL Hrs Used vs Earned – Agency (those who took SL)	% SL Hrs Used vs Earned – Statewide (those who took SL)
11.7 Hrs	11.7 Hrs	146.6%	145.8%

Sick Leave time period = July/2006 through December/2006

\* Statewide data does not include DOL, DOR, L&I, and LCB  
Source: Data from DOP

# Deploy Workforce

## Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

## Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

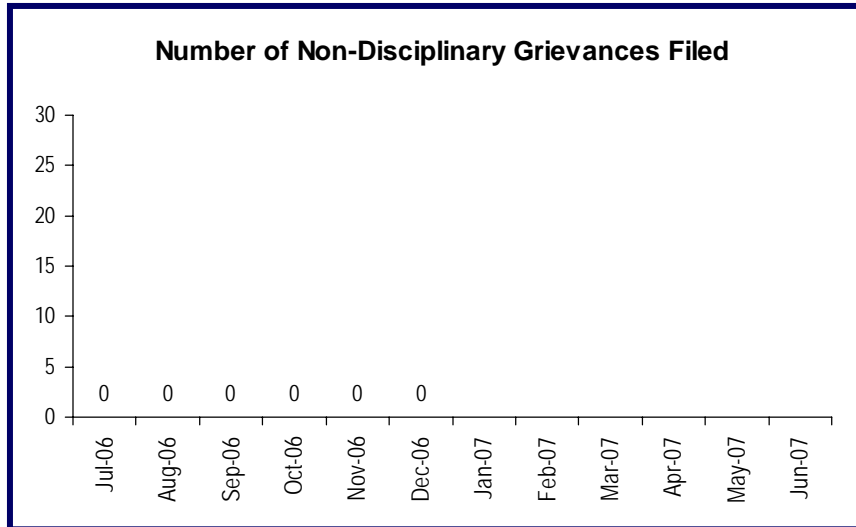
Sick leave usage

**Non-disciplinary grievances/appeals filed and disposition (outcomes)**

Safety and Workers Compensation (TBD)

Office of Financial Management

## Non-Disciplinary Grievances (non-represented employees)



**Total Non-Disciplinary Grievances = [XX]**

## Analysis:

- No Non-disciplinary grievances filed during this period

## Action Steps:

- None planned at this time

\* There may not be a one-to-one correlation between the number of grievances filed (shown top of page) and the outcomes determined during this time period. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Data as of December 2006  
Source: Agency Tracked Data

# Deploy Workforce

## Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

## Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

**Non-disciplinary grievances/appeals filed and disposition (outcomes)**

Safety and Workers Compensation (TBD)

Office of Financial Management

## Non-Disciplinary Appeals (non-represented employees)

### Filings for DOP Director's Review

Time Period = [mm/yy] through [mm/yy]

None

### Filings with Personnel Resources Board

Time Period = [mm/yy] through [mm/yy]

None

There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Source: Dept of Personnel

# Develop Workforce

## Outcomes:

A learning environment is created. Employees are engaged in professional development and seek to learn. Employees have competencies needed for present job and future advancement.

## Performance Measures

**Percent employees with current individual development plans**

**Employee survey ratings on "learning & development" questions**

Competency gap analysis (TBD)

## Individual Development Plans

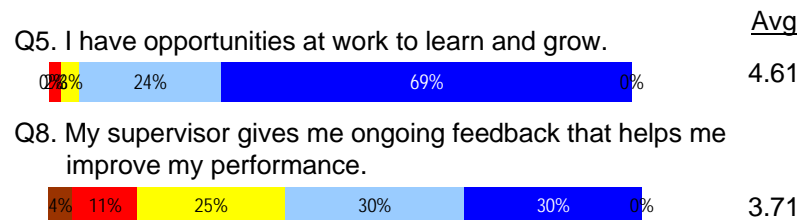
**Percent employees with current individual development plans = 80.4%**

Total # of employees with current IDPs\* = 86

Total # of employees\* = 107

\*Applies to employees in permanent positions, both WMS & GS

## Employee Survey "Learning & Development" Ratings



**Overall average score for Learning & Development Ratings: [4.16]**

## Analysis:

- 80.4% represents an upward trend up from 56.9%.
- OFM continues to be viewed by a large majority of its employees as an organization where they can learn and grow.

## Action Steps:

- Continued implementation of the PDP expectation development for all classified employees (also encouraged for exempt employees).
- Continue to support individual employees' training and development and continue to sponsor the annual training forum

## Reinforce Performance

### Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

### Performance Measures

#### **Percent employees with current performance evaluations**

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

## Current Performance Evaluations

**Percent employees\* with current performance evaluations = 78.5%**

Total # of employees with current performance evaluations\* = 84

Total # of employees\* = 107

\*Applies to employees in permanent positions, both WMS & GS

### Analysis:

- 78.5% represents and upward trend in the completion of employee performance evaluations. This is up from 72.5%

### Action Steps:

- Continue to track and report to Senior Managers PDP Evaluation completion
- Strategic Plan initiative in place to develop a method that ensures PDP Expectations are developed in accordance with agency policy.



## Reinforce Performance

### Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened.

Employees are held accountable.

### Performance Measures

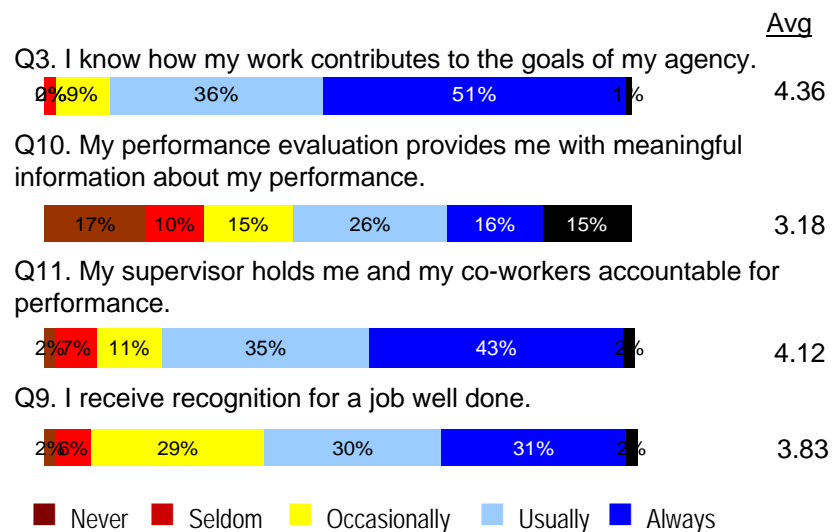
Percent employees with current performance evaluations

### Employee survey ratings on “performance and accountability” questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

## Employee Survey “Performance & Accountability” Ratings



**Overall average score for “Performance & Accountability” ratings: [3.87]**

### Analysis:

- OFM's overall rating for Performance and Accountability is above the state average. There continues to be opportunities for improvement. The majority of employees seem to understand how their work contributes to the goals of the agency. However there are improvement opportunities in the areas of feedback and recognition.

### Action Steps:

- Continue to support supervisors' development in performance management.
- Recommend performance management training at a future OFM Forum
- Reemphasize executive management expectations that supervisors are accountable for ensuring employees know what is expected and how they are doing.

# Reinforce Performance

## Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

## Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

**Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)**

Reward and recognition practices (TBD)

## Formal Disciplinary Actions

### Disciplinary Action Taken

Time period = 07/2006 through 12/2006

Dismissals	0
Demotions	0
Suspensions	0
Reduction in Pay*	N/A
<b>Total Disciplinary Actions*</b>	<b>0</b>

\* Reduction in Pay is not currently available in HRMS/BW.

### Analysis:

NA

### Action Steps:

None at this time

### Issues Leading to Disciplinary Action

**No Disciplinary Actions Taken this Period**

## Disciplinary Grievances and Appeals

### Reinforce Performance

#### Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened.

Employees are held accountable.

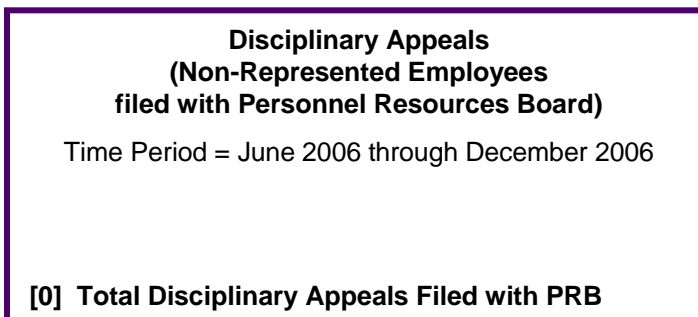
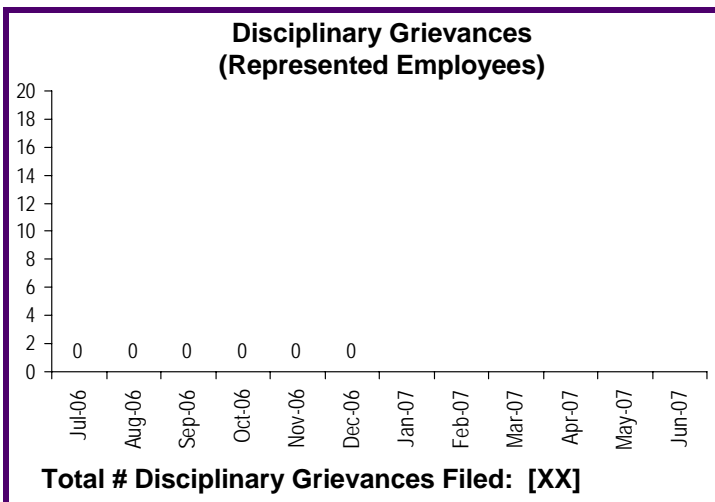
#### Performance Measures

Percent employees with current performance evaluations

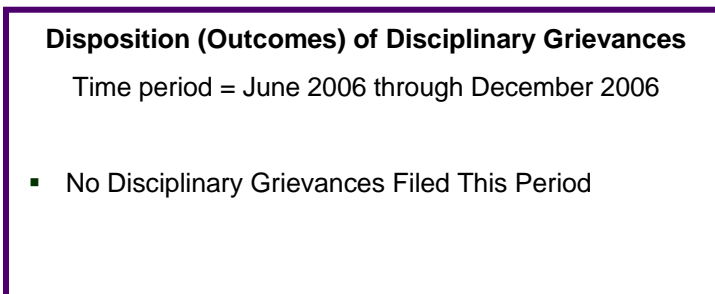
Employee survey ratings on "performance and accountability" questions

**Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)**

Reward and recognition practices (TBD)



There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.



Data as of December 2006  
Source: Agency Tracked Data

# ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on “commitment” questions

Turnover rates and types

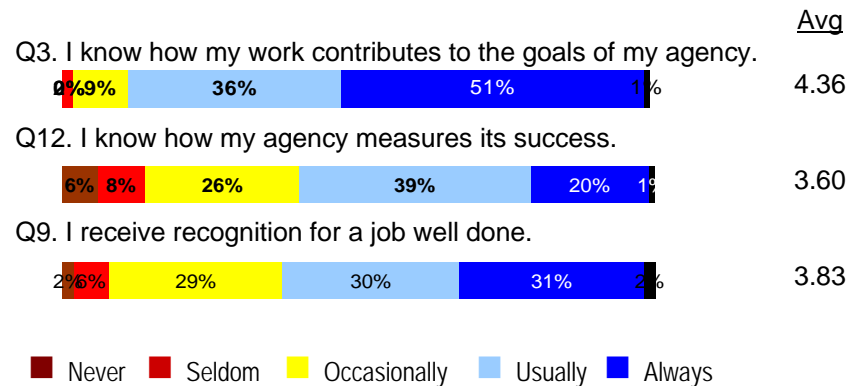
Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Office of Financial Management

## Employee Survey “Employee Commitment” Ratings



**Overall average score for Employee Commitment ratings: [3.93]**

### Analysis:

- OFM’s overall Employee Commitment Rating is above the state average.
- Employees are committed to the work they do and the goals of the organization.
- Year after year the agency’s accomplishments are numerous and impressive.

### Action Steps:

- Continue to sponsor agency recognition events.
- Provide support, encouragement and/or tools to help supervisors recognize just-in-time individual performance

Source: DOP Employee Survey Report

# ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on "commitment" questions

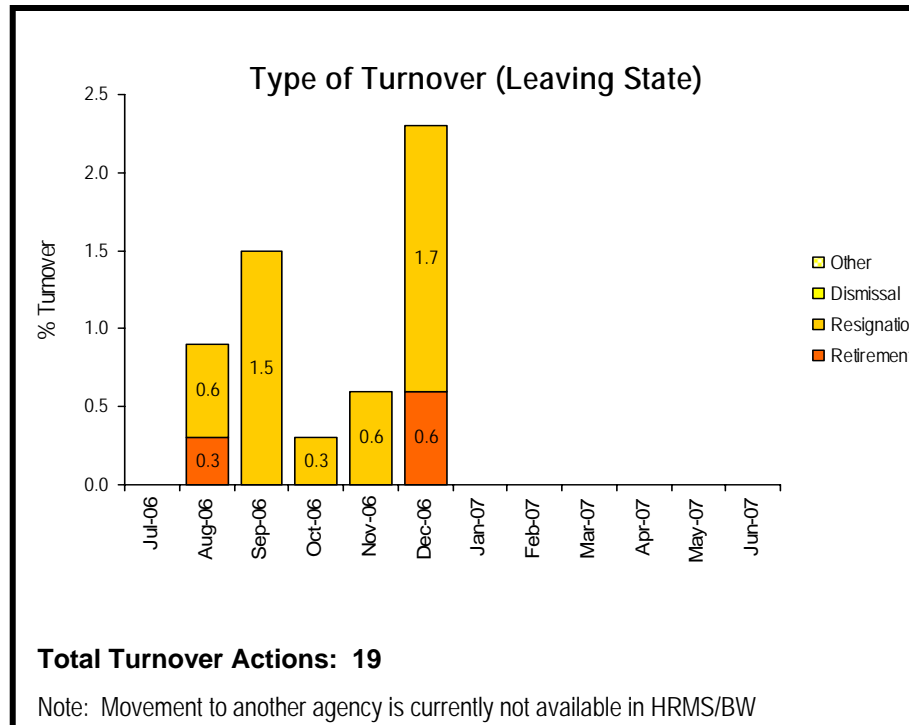
## Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

## Turnover Rates



### Analysis:

- The overall turnover rate for the period of June 2006 through December 2006 appears to be within an acceptable level
- Of the 19 separation actions, 4 were employees in temporary exempt appointments that ended as expected; and 3 were employees who retired after long, distinguished careers;

### Action Steps:

- None at this time

# ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on "commitment" questions

Turnover rates and types

Turnover rate: key occupational categories

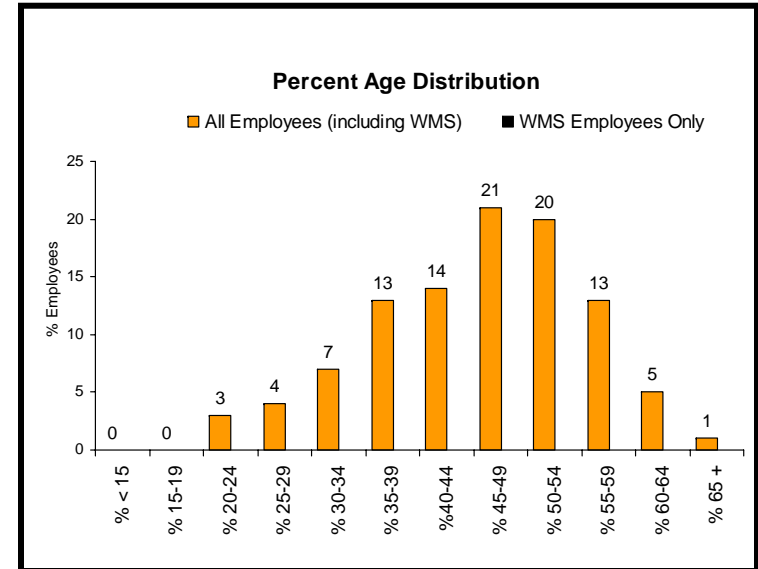
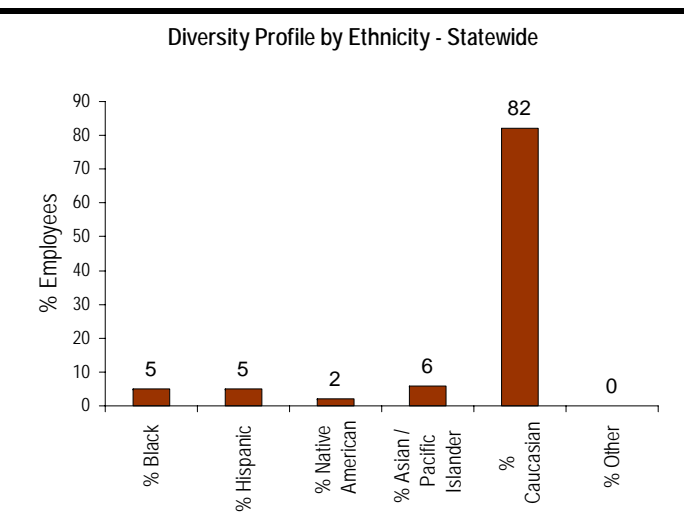
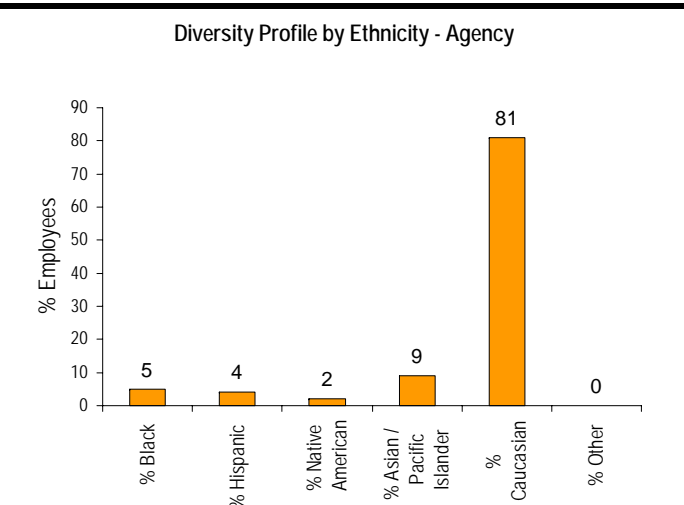
Workforce diversity profile

Retention measure (TBD)

Office of Financial Management

## Workforce Diversity Profile

	Agency	State
Female	59%	52%
Disabled	5%	5%
Vietnam Vet	6%	7%
Disabled Vet	1%	2%
People of color	20%	18%
Persons over 40	75%	75%



### Analysis:

- OFM has a diverse workforce as compared to the state profile.

### Action Steps:

- Continue diversity outreach recruitment efforts as indicated in the OFM Affirmative Action Plan